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ABSTRACT

Changing occupational profiles in the hotel industry in France, Italy, and Spain were examined in case studies that included interviews with hotel managers, human resource managers, and individuals employed in hotel occupations identified as new or entailing new skills. The study focused on the following topics: (1) changes in the hotel industry (increasing competitiveness and globalization, consumer expectations, quality, and introduction of new technologies); (2) the impact of those changes on organizations and occupational skills; and (3) new occupational skill requirements and the role of training. The study established that the human factor is playing a key role in making the hotel industry competitive and improving its quality. Better qualifications are being required in almost all operational areas and especially for profiles in management, accommodation management, catering, administration, technical services, and events and administration. It was concluded that, in all three countries, training schemes need to be designed to the following groups of competencies that apply to all the occupational profiles analyzed: (1) general skills/knowledge, including speaking and writing skills, eagerness to continue learning, problem-solving skills, and attention to quality; (2)

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social skills; (3) technological skills; and (4) business management and marketing skills. (The survey instruments are appended.) (MN)

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Synthesis report

CEDEFOP

Changing occupational profiles in the hotel industry

Case studies in France, Italy and Spain

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Changing occupational profiles in the hotel industry

Case studies in France, Italy and Spain

Synthesis report

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ISFOL – Istituto per lo sviluppo della formazione professionale dei lavoratori

July 2000

On behalf of Cedefop – European Centre for the Development of Vocational Training

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Preface by Cedefop

For some time now, tourism has been the world's leading industry in terms of gross domestic product and one of its leading industries in terms of job creation. It is an extremely dynamic industry, which has recently begun to draw on the potential offered by the new information and communication technologies.

The new global development strategies and changes in production units, represented in particular by small enterprises, are both playing a part in tourism's ongoing success. Further expansion in terms of both the production of wealth and the creation of new jobs is therefore to be expected.

Expansion has also been brought about by the increased demand for tourism products from markets that were relatively inactive in the past, such as northern Europe and the Middle East. Demand is also tending to be differentiated in relation to the nature and specific features of the tourism product: the production system is having to reorganise its structure and production patterns to satisfy an increasingly complex demand shaped by consumers' specific requirements.

Managing the tourism demand and the resulting supply makes it necessary to call upon specialist techniques and technologies that are also being used to a varying extent in other production sectors, and to find new technical and occupational skills that are often hybrids of traditional tourism skills and skills from other service sector branches (banking, insurance, etc.).

This would seem to show that the new jobs being created are most likely to involve non-traditional medium-to-high level occupational profiles with a mix of skills specific to tourism and skills from other service-sector branches. These hybrid occupational profiles, various kinds of which are to be found in almost all economic sectors, are a direct result of ongoing efforts to match vocational qualifications to the new requirements arising from the constant change that is becoming a reality for almost all goods and service production systems.

Taking these considerations as a starting point, Cedefop commissioned this study to analyse innovations in tourism occupations and the ways in which tourism is interacting with other branches of the service sector in order to identify the main trends in new skill requirements and in new occupational profiles. A further aim of the study was to assess

whether the organisational and occupational changes taking place in tourism are being matched by the provision of appropriate and high-quality training.

This study has been prepared on behalf of Cedefop by the following team:

- Lázaro González, who coordinated the Spanish survey;
- Stefano Poeta, who coordinated the Italian survey;
- Jean-Jacques Paul and Jean Danrey, who coordinated the French survey;
- Mario Gatti, Maria Grazia Mereu, Claudio Tagliaferro, who were responsible for scientific coordination of the surveys and for drafting the synthesis report.

Mara Brugia
Project Coordinator

Stavros Stavrou
Deputy Director

Introduction

1

The importance of the tourism industry throughout the world in terms of both GDP and job creation provided a starting point for this study, conducted in parallel in Italy, France and Spain. The industry's ability to overhaul its global strategy and its complex production system may well be pointing to continuing expansion and major innovations in its professional and occupational structures. Increasingly sophisticated marketing and franchising techniques and the latest information technologies are being used to manage tourist demand and the resulting supply. This is creating a need for technical and vocational skills and is leading in many cases to mergers and hybrid forms of traditional tourism industry specialisations and specialisations characteristic of other service sector branches. Our assumption was therefore that the industry's new occupations could in particular require non-traditional qualifications with an intermediate to high level of occupational competences based on a mix of skills specific to tourism and skills used in other sectors.

Changes over the last 20 years have given rise to what the World Tourism Organisation has called the New Era of Tourism whose main feature is its highly segmented demand and its growing integration with other economic activities. New types of consumers have appeared and the new technologies have been introduced on a massive scale. The introduction of new management and production styles has gone hand in hand with a new awareness of the environment. This has entailed changes in hotel organisation, giving rise to a dynamic scenario in which occupational skills are undergoing far-reaching change as a result of a set of factors both within and outside the hotel industry. The trend towards integration with other sectors is only one of these factors.

The national surveys started from the assumption that changes in occupational skills in the hotel sub-sector were chiefly due to the growing interaction between this sector and other sectors. We therefore assumed initially that the new occupational skills required by hotels might well be taking the form of a kind of transfer of the knowledge and skills of other sectors; this seemed to be borne out by the existence of a range of horizontal skills running through the main functions of an increasingly global economy and becoming increasingly necessary for any activity. The initial findings of the surveys only partly bore out this assumption with the result that their scope was broadened to cover other developments playing a part in changes in occupations in the industry.

2 Research methods

Three types of case were studied in each country following interviews with experts. The research teams agreed a common working procedure and used an identical set of surveying instruments. Three comparable kinds of hotel in the countries covered by the survey were selected as case studies:

- business hotels, generally located in large cities, whose customers are predominantly business travellers;
- holiday hotels, located chiefly in seaside or mountain resorts;
- spa hotels, offering health and fitness facilities.

All three studies included the following stages:

(a) Development of survey criteria and instruments (questionnaire for industry experts to flesh out the reference scenarios; questionnaire for interviews with hotel and human resource managers to survey the opinions of business managers; questionnaire for interviews with representatives of new or emerging occupational profiles to provide a concrete definition of the occupational profile).

(b) Interviews with industry experts to obtain initial information on those factors playing the largest part in changes in the hotel industry and on their consequences on business organisation and the occupational skills being used in these businesses.

(c) Case studies, the key element of the field survey. The case studies took the form of interviews with hotel managers, human resource managers and persons employed in those occupations identified as new or entailing new skills. Hotel and human resource managers were asked about business strategies in the short term, changes anticipated in products and/or services and the impact of change and innovations on the occupational skills of hotel staff. The interviews with representatives of the occupational profiles selected covered the new types of tasks and competences – on to which tasks and competences from other sectors may have been grafted – becoming necessary for their work. They were also asked about the route that they had taken to gain access to the occupation and the type of training needed for the occupation and about continuing training needs. The findings of the case studies were processed as occupational profile descriptions.

The initial findings of the exploratory stage and the case studies highlighted the complex nature of the changes taking place in all occupations in the hotel industry. In this context, hybrid skills, albeit with many nuances, were to be found throughout a wide range of occupations and not only those located in interface positions between the hotel industry and neighbouring sectors. This initial finding helped to re-focus the survey by modifying the initial assumption that only profiles interfacing between tourism and other sectors would be surveyed and by broadening the survey to cover a wide range of professions that can, in taxonomic terms, be classified into three groups:

(a) completely new profiles to be found solely in tourism (e.g. events manager, catering manager, etc.);
(b) new profiles for the hotel industry, imported from other sectors (e.g. quality coordinator, marketing expert, etc.);
(c) existing profiles whose skills are changing or being overhauled (e.g. hotel manager, receptionist, etc.).

3 Changes in the hotel industry and the impact on occupations

The enormous importance of tourism and therefore of the hotel industry in their national economies fully justified the choice of France, Italy and Spain as survey countries. Tourism accounts for 7.3 % of GDP in France, 6 % in Italy and 11.1 % in Spain. Tourism is therefore one of the main economic sectors of these three countries and a prime mover of the country's development since tourism also plays a part in developing traditional activities such as agriculture, industry, commerce and crafts. A particular aspect of tourism is its ability to pass on added value to other branches and to help to redistribute income by acting as a lever for local economies.

Changes in the composition of the tourism market in Italy have for some time been accompanied by restructuring which shows no sign as yet of coming to an end and is generating a hospitality supply similar to that of other European countries.

In 1999, Italy had 33 802 hotels. There have been two main trends since the end of the 1980s: a slow but constant decline in the number of hotels offset, however, by increased size and a significant change in the composition of the overall Italian hotel supply. Numbers of one- or two-star hotels have fallen drastically and, while this reduction has been offset by the entry into the market of three- and four-star hotels, there are still few hotels with five or more stars.

These changes have been brought about by the need to remain competitive and have to be matched by a business culture that is sophisticated enough to ensure survival in a market where change is increasingly likely.

The size and management styles of Italian hotels have therefore undergone far-reaching change leading to larger and more dynamic businesses. In 1999, the Italian hotel industry provided jobs for 403 926 people, 301 023 of whom were employees and 102 903 self-employed.

In 1998, tourism accounted for 7.3 % of GDP in France, providing jobs for 615 658 people, including 184 486 in the hotel industry. At the beginning of 1999, hotels had an average of 31 rooms showing that small hotels continue to predominate. The majority of French hotels have two stars, with three-star hotels accounting for 26 % and four-star hotels for 7.5 %.

From the point of view of developments over the last 20 years, there has been a slight increase in the number of hotels and a concentration of the industry whereas in Italy, small hotels have continued to lose ground. This reduction has been offset by a doubling of numbers of higher category hotels (2-3 stars); although numbers of 4-5-star hotels have increased, they have done so at a much slower pace.

In 1996, Spain was ranked fifth in the world for overnight stays and third for hotel capacity. According to the Spanish Hotel Federation, the hotel industry employs 176 879 people, accounting for 1.3 % of the employed population. Spanish hotels have resisted penetration by foreign hotel chains of which there are still few, accounting for 19.55 % of the total supply, and tend to be concentrated in high-quality hotels (4-5 stars). This lack of penetration by the multinationals is due to the large network of small and medium-sized businesses which have managed to survive periods of economic recession.

Although there has been little foreign penetration, Spanish hotels, like French and Italian hotels, have had to find ways of coping with the globalisation of the tourism industry and are moving towards business concentration strategies.

3.1 The variables of change

A number of changes bringing about far-reaching qualitative innovations in hotel management methods and in the occupational skills of hotel staff have for some years been taking place throughout the world in the tourism industry and its hotel sector, and France, Spain and Italy are no exception. The new paradigms of these changes are:

- competitiveness and globalisation;
- consumer expectations;
- quality;
- introduction of new technologies.

Table 1 shows, on the basis of the findings of the national surveys, to what extent these paradigms of change are felt to be relevant and to play a key part in the formulation of development strategies for the tourism economy of the three countries.

Table 1
Variable of change in tourism

Variables	F	I	S
Competitiveness and globalisation	◆	◆	◆
Consumer expectations		◆	◆
Quality	◆	◆	◆
New technologies	◆	◆	◆

3.1.1 Competitiveness and globalisation

Tourism industry development is shaped by a tendency towards change that is ongoing and requires constant revision and critical analysis of the options available to businesses to open up new activities or, more simply, to survive in an increasingly complex market. The traditional marketing 'divisions' that highlighted target customer types have been superseded by a new culture of tourism among consumers leading to different patterns of consumption linked to the times and places at which people purchase tourism products.

Tourism is booming and it seems highly likely that this trend will continue in future years.

Table 2 shows the main strategies that operators in the three countries covered by the survey consider necessary to compete in a global market.

Table 2 Competitive strategies to cope with increasingly global markets

Strategy	F	I	S
Hotel product and service innovation	◆	◆	◆
Service integration	◆	◆	◆
Business concentration	◆	◆	◆
Expansion of national chains in other countries	◆		◆
Networking		◆	
Improved awareness of the environment		◆	

The entry of major foreign operators, whether tour operators or hotel chains, into national tourism markets has stepped up international competition in both Italy and France. Their large size and the fact that they straddle the markets of origin and destination of major tourist flows are helping these enterprises to shape tourist movements, to guide people towards pre-selected destinations and to keep these flows within their own production circuits through branding policies and strategies of vertical and horizontal integration.

The major network of small and medium-sized hotels in Spain has made it possible, however, to hold out against penetration by foreign chains which account for only 20 % or so of the overall supply. Spanish hotels are, however, having to find ways of coping with the growing globalisation of tourism businesses. Different strategies are being used: expansion of Spanish hotel chains in other countries (263 hotels in 1998), innovations in hotel products and services and diagonal integration of hotel services, travel agencies, producers of hotel technology, small tourism businesses, etc., into the same group.

Concentration is also taking place in the tourism industry in France where integrated or voluntary chains are being formed. Integrated chains try to provide each hotel with its own particular ambience, while using the same formula from one place to another, while voluntary chains are more formal brand-based groupings. This strategy has to be fairly large-scale if it is to be profitable. Successful hotel chains require a minimum of thirty or so hotels. France has also seen a marked decline in small hotels which are increasingly using franchising techniques to band together to form large groups. The Accor group is one of the main international groups in the sector and offers a good illustration of the diverse range of activities that groups can include. Its business interests include both business and holiday tourism facilities as well as other economic activities such as travel agency services, car hire, casinos, catering and on-board train services.

The need to monitor demand flows at a distance and to offer customers services differing from those of competitors has paved the way for consortia and policies of vertical, horizontal and diagonal integration of production in Italy as well.

Competition restricted to local markets is gradually being replaced by competition between resorts, paving the way for a culture of local alliances between operators working as consortia or other kinds of groupings.

In terms of its aims and purposes, integration between businesses from different sectors or within the tourism sector is very similar to networking.

3.1.2 Consumer expectations

Major changes are taking place in product consumption patterns in the tourism market. Previous consumption models are gradually becoming less widespread and are being supplemented by new models that have helped to create demand targets that can be satisfied only by specialist types of production. Consumers are increasingly well informed and demanding as regards the quality of services and are able to identify and assess the 'value' of the products that they consume.

One factor of change that emerged from the Italian study is that holidays are increasingly fragmented and piecemeal. People are tending to take shorter and more frequent holidays that are not therefore seasonal rather than to go on extended summer holidays. Patterns of this type are undoubtedly the result of general changes in community life and, in particular, in the tourism products that are now available. The much wider range of ready-made holiday packages of varying lengths currently being marketed and purchased as products is well suited to this far-reaching social and structural change.

The Italian study shows, as regards tourism among senior citizens, that the ongoing ageing of the population is helping to develop products and destinations targeted specifically on this group: culture, environment, leisure, fitness, health, etc.

Other findings highlight other variations in tourist product consumption patterns. The Italian study reports that advance booking, particularly in the long term, is tending to be replaced by last-minute booking. The potential savings that people can make by finding discounted last-minute departures go a long way towards explaining why tourists are tending to put off decisions about holidays. The Italian study suggests that this practice has a great deal to do with greater price awareness among tourist-consumers who now consider holidays as only one of many types of consumer expenditure.

The majority of Spanish tourism is seasonal, especially in holiday resorts of the *sol y playa* (sun and sea) type, with the result that the hotel supply far outstrips demand during most of the year. This situation is forcing hotels in areas with high concentrations of summer tourist flows to design new products targeting different customer segments: young people, senior citizens, conference tourism, cultural tourism, eco-tourism, etc.

3.1.3 Quality

The findings of the three national research reports show that the quality variable is affecting the tourism supply in the three countries surveyed in a similar way. In all three cases, the quality of tourist services is closely linked to the ability to comprehend consumers' expectations and value systems. Like all services, the services offered by hotels have much about them that is intangible and linked to the accurate perception and satisfaction of customers' expectations. The type of accommodation for which people look depends on the type of travel that they have planned. This means that the basic strategy that hoteliers have to pursue is one of improving the quality of the services that they offer. The trend is to offer customers a range of services that go beyond simple hotel and restaurant services: cultural, arts and sports activities. Satisfying customer expectations makes it necessary to be able to rely on motivated staff with high-level social skills who are able to comprehend what people want.

3.1.4 Introduction of new technologies

This variable is also having a similar impact on the hotel industry in all three countries.

According to the three studies, and especially the Italian study, the basic assumption, as regards the impact of technological innovation in the tourism and hotel sector, is that human resources, perceived as production factors, are absolutely central to tourist output, while technology is a factor that, while helping to rationalise organisation and improve services, is secondary to human resources. Although technology, in particular in hotels, has a front-line visibility (pay TV, Internet sites), it is a factor that, while important, is secondary to the main purpose of the business. Information technology and more generally the computerisation of the tourism industry as a whole are making it possible to introduce management policies shaped by methods of drawing up cost and income flows. Budget analysis helps hotels to focus on activities that provide the best

compromise between production costs and potential financial returns. This compromise needs to be found right from the management of bookings where larger enterprises are making increasing use of IT aids and techniques of yield management (optimising production capacity).

The introduction of technological innovations is important as they can help to make businesses more competitive by improving productivity and quality. In hotels, innovations are improving safety and saving energy: fireproof materials, alternative energy sources, personal air-conditioning adjustment devices, environment-friendly materials, etc. In the reception, new information technologies are making it possible to access global booking systems, to connect to other departments, to use automated and centralised invoicing systems and to check on hotel occupancy.

The impact of change on organisations and occupational skills

The dynamics of change highlighted by the national reports seem to be pointing to the need for a cultural shift among the industry's workers at all levels of the hierarchy. An in-house production system, where production needs are coordinated with and geared to customers' requirements, requires considerable thought and a new awareness of the importance of the quality of the human resources involved in the cycle. Bearing in mind that production is gradually becoming more and more complex, there is also a need for greater decision-making autonomy even at the lower operational levels. If they work independently, tourism workers have to be made fully aware of their role as producers in contact with customers and acquire the skills needed to interpret different situations correctly and to make the most appropriate production choices.

3.2.1 Organisational change

The need for greater customer awareness is shaping organisational change, and business organisations have to be seen as a way of optimising the quality perceived by the user of the service. Tourism businesses have to be organised in very flexible ways, especially as regards front-office staff who are required personally to manage contacts with customers.

Customer satisfaction is increasingly a structural feature of production to which organisations must find specific answers, while respecting the management requirements represented by the various budget levels. Cost control, essential at a time when businesses are trying to provide increasingly customised services, requires much more careful financial management by everyone responsible for production so as to safeguard required profitability levels, especially as it may often be part and parcel of a competitive strategy. Changes in organisational and operating methods are nevertheless the result of a cultural change in production methods in hotel and tourism businesses. All workers are aware of some aspects and elements of organisational change that have been in

existence for some time. For instance, the merger of lobby and front office areas and the growing links between room service and bars and cafes, and in some cases restaurants. Booking services play an absolutely essential role in optimising production capacity and now have a role somewhere between marketing and operational management, using strategies to optimise the use of production capacity. The most interesting aspect that is emerging from changes in the tourism industry is the need constantly to supply new high-quality services in order to open up new markets and development possibilities. These strategies are generally accompanied by the emergence of new occupational profiles or, more often, by changes to the content of existing profiles.

The Spanish report also notes the changes brought about by the new central position of the customer, where everything is geared to tourists and their requirements and expectations. As a result of the changes described, the organisation of hotels and the occupational skills that they employ are also changing. The first change noted by the Spanish report lies in the fact that business organisations must take a flexible approach to the production and distribution of tourist services, booking systems and hotel product consumption patterns. Flexibility is helping to introduce a range of improvements into organisations. Customer information systems are improving, technological aids are helping to speed up procedures and the importance of the human factor is growing.

The French report, as regards the changes described, points to a change in commercial policies being brought about by the tendency of the demand to dominate the supply. Every hotel thus has to locate its own market and develop an appropriate commercial policy. This situation is promoting the creation of voluntary chains that independent hotels are joining. The trend in France is to offer customers a range of services that go well beyond simple hotel or catering services: cultural, arts and sports activities. This development is leading, especially in high-quality hotels, to the provision of sports facilities (swimming pools, gyms, etc.). A growing concern among hoteliers is also to keep their hotels as full as possible. To achieve this, hoteliers are trying to diversify attractions by type of customer: business customers for whom, especially in three-star hotels and above, meeting rooms are being built, and holiday customers for whom cultural and/or sporting events are being organised.

The growth of a more structured catering and hotel industry, although slow in market terms, is undoubtedly having an impact on the methods by which work in enterprise is organised: independent enterprises are not run according to the same rationalisation criteria as enterprises belonging to a chain. Although the status of the business has to be taken into account, it is not the only factor. The size of the enterprise is another factor that has an impact on the way in which work is organised: multi-skilling is undoubtedly more widespread in small hotels than in larger hotels. The nature and range of products

offered to customers and the new technology uses that these may entail are key factors in defining the methods by which work is allocated and in analysing changes in these methods.

3.2.2 Innovations in occupational skills

Technological innovations, changes in work organisation and changes in customer expectations are slowly but surely changing the structure and content of hotel occupations. Rather than changes in content and trades, it would be better to talk about the changes in the role of occupational profiles that are being brought about by greater individual autonomy and the introduction of 'micro-management' or diffuse management.

To bear this out, the French study compared the occupations listed in the 1993 *ROME* [1] (*Répertoire Opérationnel des Métiers et des Emplois* – Operational Directory of Trades and Occupations) with the typical profiles described by Cereq in 1978, noting that there had been few changes in occupational content during that period. The changes that had taken place in France were in the area of competences:

- in IT for occupations in the reception area;
- in commercial management in the area of welcome service;
- in the rationalisation of floor work organisation and management.

Within this extension of competences, most importance was attached, for all occupations, to relational competences.

The most widespread innovation in the tourism sector, according to the findings of the Italian study, was in internal organisation.

In Italian hotel businesses, which tend to be small and medium-sized businesses, workers have always been trained in a wide range of tasks. The gradual increase in the complexity of production has had to be matched by more autonomous decision-making even at the lower operational levels. To enable 'fine tuning', workers must be made fully aware of their role as producers in contact with customers and must possess those competences needed correctly to interpret various situations and make the most appropriate production choices. This new approach to business organisation, again according to the Italian study, is also leading to major changes in the role of business managers. As the control function moves down to the production line, business managers are able to assess individual performance on the basis of the results of production work and not on the way in which this work is performed. Managers are therefore freer to focus on strategies and on controlling factors outside the enterprise, while providing encouragement for and developing human resources within the enterprise.

[1] Used by the *Agence Nationale Pour l'Emploi* (National Employment Agency).

Hotel front-office roles tend to be more innovative because increasingly horizontal competences are required for occupations in this area. While occupational specialisation is still essential to be able to perform the primary tasks for which the organisational structure provides, the new need to monitor a stage of the production cycle from beginning to end also requires knowledge of other working situations.

The Spanish study highlights the new skills required from workers in the hotel industry. These are chiefly horizontal skills, which are also cited in the Italian and French studies, and include:

- interpersonal communication;
- understanding of different cultures;
- flexibility;
- adaptability;
- teamwork;
- problem solving.

Knowledge is also required in the following areas:

- management of software packages;
- service quality management;
- awareness of environmental issues;
- awareness of marketing issues;
- knowledge and management of entrepreneurial organisations.

The new requirements of the hotel labour demand have helped to change the profiles working in the sector and have in some cases led to new occupations imported from other sectors or specific to the hotel sector. Traditional profiles such as that of the hotel manager are undergoing far-reaching change and entailing new competences and tasks.

All the national surveys stress that in an 'industry of persons' such as tourism, human qualities, wide-ranging cultural knowledge and traditional social skills such as knowing how to welcome and to be welcomed count for a lot alongside competences in the use of new technologies and in handling situations that may differ depending on the expectations of customers whose standards are becoming increasingly global. Finding ways of managing these new occupational skills is becoming a strategic objective for hotels.

3.2.3

Integration of the hotel sub-sector with other economic sectors and repercussions on hotel work

As a sector, tourism is both horizontal and vertical as tourist demand also has an impact on other production sectors. The tourism industry essentially includes hotels, restaurants and cafés, transport and tourism intermediation services. Other economic sectors also produce services for tourism. There is growing integration in the hotel sub-sector with other production activities that are traditionally associated with it such as travel agencies, holdings in airline companies or the production of technology for hotels as well as with sectors that do not have such direct links with tourism such as insurance, travel articles and health and beauty services.

Various experiments with integration are taking place in Spain both between different hotel businesses and between these businesses and other sectors or allied services such as booking centres, air transport, etc. This type of integration is concentrated in the main hotel chains that are tending to operate as large enterprise groups able to pursue synergies between different production lines. Another development that is promoting closer links between the hotel sector and other sectors, as highlighted in the Spanish study, are loyalty programmes. These programmes have been in use since the end of the 1970s, although it is only since 1996 that they have really taken off with the appearance of multi-sponsor programmes that pursue three main objectives: keeping the hotel's customers, encouraging purchases in the hotel and acquiring new customers by making use of the databases of other businesses associated with the programme. The current formula includes associations of hotels or hotel chains, airlines and car hire companies. Clients of these programmes receive cards that entitle them to discounts when they use the services of associated businesses.

These formulas are also being used in the other countries covered by the survey. As regards, however, the integration of the hotel sector with other sectors, the Italian survey pinpoints two types of factor that are promoting this integration: the need to contain product production and distribution costs and the need for more careful quality control throughout the production cycle. In the Italian hospitality industry, integration has taken place between intermediation services, transport and hospitality, through the acquisition or creation of cooperation networks by major enterprises that are intended to provide consumers with a constant level of quality from the time at which they buy a package holiday from a retailer in the distribution network.

The French study cites the Accor group as an example of this integration; this group, as well as offering hotel services, offers travel agency, car hire, casino, catering and on-board train services.

All three studies note that the supply of new integrated services generates new occupations, although these may not necessarily be in hotels. Small and medium-sized hotels in particular are also tending to outsource a range of services. The services most likely to be outsourced include security, computer assistance, building and technical equipment maintenance, public relations, marketing and image, fitness services and bar and restaurant services.

Description of the new occupational profiles and competences

4

The case-study sample was selected in a similar way in the three countries surveyed. According to our initial assumption, cases were to be selected among three types of hotel: business hotels, generally in large cities and with a predominance of guests travelling for business reasons, holiday hotels located chiefly in seaside or mountain resorts and spa, fitness and health hotels.

The exploratory stage of the survey conducted among industry experts provided a diverse selection of cases in the three countries. Case studies were prepared for four hotels in Italy: a hotel belonging to a major chain, a spa hotel, a hotel in a commercial centre and a hotel in a holiday resort. The Spanish case studies included two city hotels (one with business customers and one with holiday customers), a hotel in a coastal resort and a spa hotel. The French case studies included a hotel belonging to a major chain, a hotel specialising in tourism for the elderly, a luxury hotel and a hotel belonging to an independent group. From the point of view of size, the focus was on medium-sized hotels in Spain, on medium-to-large hotels in Italy and on large hotels in France.

Leaving aside national differences in the industry, the wide range of occupational profiles highlighted by the three surveys can also be explained by the different sizes of the businesses surveyed in the three countries.

The findings of the case studies were processed as descriptive sheets, grouping occupations into the three classes previously identified:

- new profiles for the hotel industry imported from other sectors;
- new profiles working solely in the hotel industry;
- existing profiles whose competences are changing/being overhauled.

The occupational profiles selected are described from the point of view of the new kinds of tasks and competences that are required to perform work. To supplement this information, details are also given of the route followed to gain access to the occupation, the type of training needed for such access and any continuing training needs.

The occupational sheets are grouped by type and by country and are introduced by a summary table in which they are located by operational area and classed as employee-level, supervisory and managerial.

4.1 New profiles for the hotel industry imported from other sectors

As shown in Table 3, occupational profiles imported from other sectors into the hotel industry are concentrated in the operational area of management. The Italian and Spanish surveys identified the largest number of occupational profiles of this type, while the French survey, although identifying various occupational skills imported from other sectors, describes only the profile of the management controller.

Table 3
New profiles for the hotel industry imported from other sectors

Operational area	France	Italy	Spain
Reception			
Floor services			
Catering			
Administration		Budget analysis and management accounting expert	
Management	Management controller	Quality manager	
		Yield management manager, revenue manager	Human resources manager
			Technical services manager Computer services manager
Special services		Expert in environmental impact and planning of tourist development	
External services		Natural and holistic health tourism technician	

Keys:
Employees □
Supervisors ···
Managers : :

The French study reports that the managements of large groups contain many management profiles connected with market and turnover forecasting, development of yield management methods and improvement of management accounting. Most workers have initial education in management generally acquired from business colleges or university management faculties. At a time, however, when booking systems are making increasing use of the new information and communication technologies and are therefore interacting directly with customers, the strategic importance of some optimisation techniques such as yield management may start to decline.

Operational area	Management	
Occupational profile	**Management controller**	**F**

Definition

The management controller is a new occupational profile in larger hotels. The main task of the management controller is to analyse hotel charges and customer types in order to optimise turnover.

Activities

Management controllers draw up cost analyses of all the hotel's activities (accommodation, restaurant menus for banquets or individual meals, events). They also estimate optimum charges for different customer types (business, families, etc.) and draw up benchmarking indicators to find out how the business is doing in comparison with its competitors.

Changes in competences

To carry out their tasks, management controllers must:

- be familiar with basic accounting techniques;
- use software packages for hotel management, management accounting and the preparation of daily turnover updates;
- be familiar with the whole range of computer packages;
- be aware of the importance of communication and human relations in order to maintain an ongoing dialogue with both the different departments and commercial divisions of the hotel and with colleagues in competitor hotels.

Training schemes

Basic training in accounting (level *Brevet de Technicien Supérieur* (advanced vocational training certificate for technicians), business college, qualification in management/accounting).

Prior experience in the hotel industry in the areas of invoicing and management of suppliers' accounts may be useful for management controllers since it may help to offset any lack of specific hotel industry knowledge.

If they are to work efficiently, management controllers should, during their working lives, attend training schemes on hotel management and optimisation and on management supervision in general.

Controllers should also regularly attend training in the use of new software packages, especially hotel management software.

4.1.2 Description of the profiles surveyed in Italy

The Italian survey reported that profiles at the top of the hierarchy of hospitality businesses have changed substantially. Profiles from other economic sectors, such as quality managers and yield management managers, are increasingly to be found, especially in the operational area of management. Occupations that are new for the hotel industry but consolidated in other sectors were surveyed in the area of hotels' special services: experts in environmental impact and tourist development planning and natural and holistic health tourism technicians. New occupational profiles such as budget analysis and management accounting experts have also been imported into hotel administration.

Operational area	Management	
Occupational profile	**Quality manager**	**1**

Definition

The task of quality managers is to supervise the quality of customer services. They draw up the quality standards felt to be necessary for each department of the hotel in terms of both methods of setting up the service and identifying how staff in contact with end users should behave.

Activities

To draw up reference quality standards for business services, quality managers must:

- analyse the consumer behaviour of customers;
- analyse how the services requested by customers are produced;
- decide, with the assistance of department heads, which organisational practices are most likely to satisfy customers' requirements;
- check that these organisational practices are in keeping with the hotel's mission;
- check that the organisational practices set up to deal with customers are consistent and economically viable;

- pass on the quality standards approved by the hotel management to the various departments in which they are to be applied;
- ensure that department heads explain these standards correctly to employees;
- be responsible for the in-house training of personnel.

Quality managers must also check whether services are being provided correctly and decide on any corrective measures.

Changes in competences

To perform their work, quality managers need to have expertise in fields ranging from the psychology and sociology of tourism to customer hospitality and entertainment methods and techniques, sales and product presentation techniques and hospitality and catering business organisation. Quality managers' expertise should also include the following 'horizontal' skills:

- computerised data collection and processing methods;
- communication and management of interpersonal relationships;
- organisational analysis;
- foreign languages.

Training schemes

A good basic education of university or, as a minimum, upper secondary level, supplemented by special courses on quality theory and techniques, is needed to enter this occupation. Knowledge of English and another language is essential. Personal awareness, empathy and the ability to handle contacts with the public are useful skills. Analysis of changes in tourist product consumption patterns, as well as refresher training, is also essential throughout working life.

Operational area	Management	
Occupational profile	**Yield management manager, revenue manager**	**I**

Definition

This is an occupational profile to be found in large hotel chains and in large independent hotels. Some of its tasks are carried out by the welcome-reception occupational area in small and medium-sized hotels. Yield management managers are responsible for deciding what prices the hotel will charge by analysing current tourism market developments. The main task of yield management managers is to optimise the hotel's yield using price as a lever to maximise hotel occupancy. A further task of this profile is to maintain the pricing system and, for this purpose, to analyse factors causing a demand for hotel services at particular times.

Activities

Yield management managers are responsible for deciding on a hotel's pricing policy in order to optimise production capacity on a daily basis. They therefore manage the hotel's production capacity by supervising and guiding the optimisation system for each production unit.

Changes in competences

To work efficiently, yield management managers must possess a wide range of technical and specialist skills. They must in particular be able to:

- identify problems arising from the management of the production capacity of hospitality enterprises;
- identify the types of business in which yield management can or cannot be used;
- identify, measure, survey and assess whether target segments are in keeping with market trends;
- identify, assess and calculate updates of prices and discounts;
- identify the most significant control parameters for assessing the results of a yield management system in hospitality enterprises;
- organise the supply as a function of the demand;
- assess whether 'overbooking' is necessary and what policies the hotel will operate in this area;
- organise supply data in a computer system geared to yield management;
- set linear optimisation problems;
- implement basic forecasting procedures in a yield management system.

Yield management managers should also have acquired skills in computing, languages and marketing.

Training schemes

Candidates for the post of yield management manager should possess a degree, preferably in economics, statistics or mathematics, supplemented by training courses on specific aspects of tourism and the management of tourism businesses.

Operational area	Administration	
Occupational profile	**Budget analysis and management accounting expert**	**I**

Definition

Budget analysis and management accounting experts are people who design and ensure the systematic use of accounting surveys in a business to support decision-making by the management of the business. Their main task is to analyse the market in which the business is trading and its organisation and then to define a system of accounting

records in keeping with the situation of the business and the competitive environment in which it is operating.

Activities

The activities of this occupational profile include:

- analysing business organisation and the activities of the business from an economic point of view;
- designing and systematically implementing industrial accounting;
- defining typical relationships between the various items involved in order to facilitate data control and interpretation;
- providing information for decision-making;
- drawing up cost and income analysis indices;
- supervising the in-house accounting system.

Changes in competences

Budget and management accounting experts have to possess a range of technical and specialist skills including:

- structure and content of the balance sheet and profit and loss account;
- capital asset valuation criteria;
- controls, audits and signing off of trading accounts;
- consolidated accounts;
- accounting survey methods for drawing up an industrial accounting system;
- business planning and forecasting;
- cost and income analysis techniques;
- company budgets and variance analyses;
- techniques for revaluing budget data;
- index and flow analyses.

This occupational profile also requires expertise in computing for data collection and processing, organisational abilities, marketing and market research skills and a knowledge of the operating methods by which hospitality and catering businesses produce their output.

Training schemes

Candidates for this post require a business management diploma or a degree in economics supplemented by a vocational training course on the production and economic features of hospitality and catering businesses.

Operational area	External services	
Occupational profile	**Natural and holistic health tourism technician**	**I**

Definition

This occupational profile is to be found in the area of marketing and is responsible for adapting the products available from businesses specialising in health treatments to the needs of customers who are also tourists. The job therefore involves marketing, planning, events organisation and exploiting structural resources, especially health treatment resources such as spas, health centres, beauty centres and convalescent facilities.

Activities

Natural and holistic health tourism technicians study and analyse market trends, pinpoint and propose the adoption of targeted marketing policies for the specific market segment and ensure that the best possible use is made of the structural resources available in the particular context. They are also responsible for designing, planning, coordinating and organising tourist leisure activities.

Changes in competences

The technical and specialist knowledge essential for natural and holistic health tourism technicians includes:

- distribution channels for natural tourism products;
- management and organisation of hospitality businesses;
- merchandising techniques, presentation and sale of products;
- natural medicine (oriental treatments, yoga);
- relaxation and gymnastic techniques (shiatsu, tai chi, etc.);
- homeopathy;
- dietetics;
- beauty treatments.

Effective interaction with both end users and the business divisions with which it works to develop new products and events are also requirements for this occupational profile. Organisational skills are also needed for the management, including the economic and financial management, of special activities in ways that are commercially viable.

Training schemes

Candidates for this occupation should possess upper secondary education, preferably in the tourism streams of technical and vocational education. Specialist courses should be attended to supplement this basic education. Natural and holistic health tourism technicians also need to keep abreast of the various practical aspects of the occupation by attending refresher training.

Operational area	Special services	
Occupational profile	**Expert in environmental impact and planning of tourist development**	**I**

Definition

Experts in environmental impact and planning of tourist development are usually professional practitioners working for engineering companies and consultancies or local authorities, and are involved in assessing whether or not new tourism and hospitality facilities are advisable in relation to environmental and regional features.

Activities

In carrying out their work, experts in environmental impact and planning of tourist development collect and interpret the information and data needed to understand and analyse an area from the point of view of tourism. They draw up plans and development guidelines and help to assess and ascertain whether there are satisfactory environmental, technical, socio-economic and financial foundations for new tourist developments. They also help to assess what impact new tourist developments will have on the ecology and environment of a location. Applied computing systems for management simulation, diagnostics and feasibility analysis of new tourist developments are part and parcel of the work of this occupational profile.

Changes in competences

This practitioner must have technical and specialist skills in the following areas:

- town planning and environmental law;
- pricing principles and techniques;
- regional tourism management;
- environmental impact assessment techniques;
- ecology;
- organisation of hotel businesses;
- regulations supporting tourism businesses.

The profile also requires horizontal skills in areas such as tourism economics, principles of administration and accounting and budgeting techniques.

Training schemes

The entry conditions for this job are a degree in economics and a postgraduate qualification. Following recruitment, this education is supplemented by a specialist course. Continuing training takes place through advanced training workshops.

4.1.3 Description of the occupational profiles surveyed in Spain

Like the other two national surveys, the Spanish survey found profiles imported from other sectors into hotels, such as the computer services manager, the human resources manager, the hospitality services manager and the commercial director. The Spanish case studies located three concrete occupational profiles: computer services manager, technical services manager and human resources manager.

Operational area	Management	
Occupational profile	**Computer services manager**	**E**

Definition

Computer services managers are responsible for installing, maintaining and updating a hotel's computer network and software programmes. This practitioner is not usually a hotel staff member but is employed by a specialist computer services company.

Activities

The computer services manager has the following main tasks:

- designing a network and computer programmes that are in keeping with the hotel's requirements;
- developing software or choosing the most appropriate existing software;
- installing hardware and the corresponding software;
- maintaining and administering the network and programmes;
- helping users to solve any problems with the use of computer systems: PCs, printers, access to booking centres, etc.;
- training hotel staff effectively to use the IT resources installed;
- developing and updating the hotel's web page;
- proposing updates of the hotel's IT resources to take account of technological advances and the hotel's requirements.

Changes in competences

To carry out their tasks efficiently, computer services managers must possess the following skills:

- excellent knowledge of information and communication technologies;
- overall vision of networking and of the hotel's information and communication requirements to which the network needs to provide an answer;
- ability to think in abstract terms;
- decision-making initiative and forward-thinking abilities;
- constant interest in learning and improving skills in hotel organisation and new IT products and services that may be of use to the organisation;
- customer awareness;
- relational skills;

- teamworking skills;
- sense of responsibility and ability to evaluate the impact that their work has on the operation and quality of hotel services.

Training schemes

The minimum qualification for this job is a specialisation in data processing or telecommunications with a minimum education equivalent to higher level vocational education or a university diploma. Previous experience in similar posts may be useful for recruitment to the job. Computer services managers must be constantly up-to-date with new computer systems and hardware for the hotel industry and with international standards on the quality and security of services. There is also a need for refresher training to improve knowledge of the characteristics of and potential changes in hotel organisation.

Operational area	Management
Occupational profile	**Technical services manager** **E**

Definition

The task of this occupational profile is to coordinate preventive and corrective maintenance of the buildings, basic equipment, fittings and machinery of a hotel.

Technical services managers work either as employees of companies specialising in hotel maintenance services offering a 24-hour service or as members of the permanent staff of the hotel.

Activities

The tasks and responsibilities of this profile include:

- organising internal and external renovation and/or improvement works on the building: flooring; roofs; windows; facades; terraces; emergency exits; swimming pool; etc.;
- supervising and ensuring the correct operation of water and heating plant, air conditioning, transport (elevators and lifts), electrical plant, security (alarms, fire prevention, evacuation systems, alternative energy sources, etc.);
- ensuring that equipment and fittings are correctly maintained: rooms, laundry, restaurant, kitchen, etc.;
- supervising the ambience of the hotel: internal temperature, degree of humidity, noise, lighting and ventilation;
- drawing up inventories of machinery, plant, fittings, etc.;

- organising employees and supervising the performance of outsourced contracts to ensure that the hotel receives technical services and that emergencies and malfunctions are resolved throughout the day and night.

Changes in competences

The tasks of technical services managers require the following skills, competences and abilities:

- sound technical expertise in machinery and plant maintenance;
- organisational abilities;
- leadership qualities;
- teamworking abilities;
- ability to anticipate the results of human behaviour;
- initiative and decision-making skills;
- constant interest in and ability to learn about new equipment, plant and quality standards relating to the hotel's physical environment;
- sense of responsibility and ability to assess the impact of their work on the safety of staff and guests and the correct operation of hotel services.

Training schemes

Training of a higher technician type or a degree in engineering is required for entry into the occupation. Knowledge of English and experience of technical maintenance services are also required for recruitment. Vocational refresher training on new hotel installations, plant and materials, on legislation on health and safety in hotels, and training in human resource management and service subcontracting issues, are essential for career advancement.

Operational area	Management	
Occupational profile	**Human resources manager**	**E**

Definition

This occupational profile formulates and manages company policy on the following aspects of human resources: recruitment; selection; remuneration; motivation; promotion and departure from the business. Not all hotels have such an occupational profile and in some the actual tasks of the human resources manager are carried out by the hotel manager, assisted by the administrative staff for aspects of law and pay and by external consultants for questions linked to training. Human resources managers are more widespread in hotel chains where they draw up guidelines for all member hotels.

Activities

The responsibilities and areas of activity of the human resources manager include:

- planning and proposing requirements for both permanent and seasonal staff and for staff to cover peak periods;
- recruiting staff, through both internal promotion and selection of outside candidates;
- inducting new employees;
- analysing the training needs of staff and organising programmes to satisfy these needs;
- drawing up the occupational profiles of the various jobs in the hotel;
- proposing pay policies, social benefits, promotions, incentives and assessments;
- managing and supervising contractual matters: types of contract, absences, leave, etc.;
- proposing and coordinating internal communication within the business;
- proposing what bonuses and sanctions the management should implement on the basis of periodic assessments;
- representing the business in collective bargaining procedures.

Changes in competences

Human resources managers need the following skills, competences and abilities:

- good basic education and excellent knowledge of the hotel business;
- leadership skills;
- excellent social skills: ability to listen, teamworking, tact and sensitivity, ability to speak and write fluently and to keep calm and objective in situations of conflict, flexibility, etc.;
- organisational skills;
- creativity and initiative and ability to make decisions;
- maturity and self-esteem;
- good sense of responsibility and ability to assess the social impact of their own actions.

Training schemes

Potential candidates for this occupation need a university qualification covering labour, economic and psychological subjects. Experience in similar positions or at least in group coordination is required. For this occupational profile, continuing training is important in the following areas:

- business training in the hotel sector;
- human resource policy and management methods: skills analysis, selection, training, motivation, etc.;
- refresher training on labour law;
- languages;
- improved cultural knowledge: psychology; sociology; economics; history.

4.2 New profiles solely in tourism

The national surveys found new occupational profiles operating exclusively in tourism and in particular in the hotel industry. Table 4 shows that most of the profiles identified as new by the national surveys are in the operational area of special services.

Table 4
Completely new profiles in the hotel industry

Operational area	France	Italy	Spain
Reception			
Floor services			Accommodation manager
Catering		Catering business development expert	
Administration			
Management			Quality coordinator
Special services	Events manager	Food and wine tourism consultant	Entertainment manager
	Resort adviser	Cultural tourism promoter	
External services			

Key:
Employees □
Supervisors □
Management □

4.2.1 Description of the occupational profiles surveyed in France

The French case studies highlighted two new occupational profiles working solely in the tourism industry: the events manager and the resort adviser.

Operational area	Special services	
Occupational profile	**Events manager**	**F**

Definition

The events manager is responsible for organising and supervising events, especially sporting events.

Activities

The work of events managers includes the following activities:

- welcoming participants to the various events and explaining their content;
- finding out about participants' practical skills and physical abilities;
- organising a schedule of events in keeping with participants' tastes and levels of ability;
- teaching the basic notions of various activities.

Events managers are genuine staff managers responsible for recruiting workers, instructing them about the hotel's facilities and the profiles of customers and organising, jointly with events leaders, a schedule of activities. Events managers, together with human resources managers, recruit specialist outside personnel or, with hotel managers, may draw up contracts with outside concerns for particular activities.

They must also be able to anticipate trends, by monitoring changing tastes and expectations on the part of customers, the services offered by competing facilities and the possibilities offered by the environment.

Changes in competences

Events managers need to be technically skilled in the content of the events that they are offering. If they run sports activities, they must possess the statutory qualifications or certificates.

In carrying out their work, events managers must be able to get on with other people, manage human relations and must have some knowledge of teaching methods and an open attitude to customers. They must also know at least two foreign languages.

Events managers must have appropriate knowledge of sports legislation and labour law. Knowledge of computers enables them to use schedule planning systems.

Training schemes

Candidates for the post of events manager need the relevant sports certificates and should have attended suitable vocational courses on the main aspects of the occupation. Periods of work experience are useful from the point of view of on-the-job training. Events managers should also attend personnel management courses as their job is similar to that of a deputy director.

Operational area	Special services	
Occupational profile	**Resort adviser**	**F**

Definition

Resort advisers offer hotel guests information and advice on the hotel's various activities.

Activities

Resort advisers use the arrivals list to identify guests, especially those who have not been to the resort before. They contact these guests to arrange a meeting at which they can present the various activities organised for guests. These activities may include sports and other entertainment (for instance casinos). They also provide general information on

the operation of the hotel complex. Resort advisers work closely with events managers.

Changes in competences

To carry out their work efficiently, resort advisers must have acute customer awareness and a number of psychological qualities enabling them to guide customers towards the activities most suited to them. They must be able to listen and be very approachable. They need to have enough skills to master the new information and communication technologies, and in particular to use the hotel's intranet system. They also need to be able to speak at least one foreign language.

Training schemes

Upper secondary education is needed for this post. Resort advisers also require specialist training in the activities that they offer or run. Posts of this kind are generally occupied by people who have already had previous experience of dealing with customers in a particular area of the hotel. For this occupational profile, in-house training in the presentation of the range of activities offered by the hotel complex, including both events and health treatments, is essential. Training in the computer packages that they are required to use is also necessary.

4.2.2 Description of the occupational profiles surveyed in Italy

The Italian survey notes that increasing business concentration is bringing about new occupational profiles whose work involves managing the relationships between the members of these networks and developing and implementing group improvement policies. The study cites the profile of the human resources manager, the operational manager, the members' manager, etc. The case studies in particular highlight occupational profiles working in special services in tourism and the hotel industry: the cultural tourism promoter and the food and wine tourism consultant. The profile of a catering business development expert is also emerging in the catering area.

Operational area	Special services	
Occupational profile	**Cultural tourism promoter**	**I**

Definition

Cultural tourism promoters work with considerable autonomy in various areas of work. They are either staff members or expert consultants on issues connected with the protection, upgrading and awareness of the cultural heritage with particular reference to design, promotion and marketing, or professional practitioners offering consultancy for travel agencies, hotels or holiday villages.

Activities

Cultural tourism promoters create, structure and promote concrete opportunities to enjoy the heritage of art, history and museums in the reference area, helping to create a systematic and coordinated link between supply and demand in order to make the most of such resources. For this purpose, their work involves stepping up the awareness of the local tourism system by promoting synergies and cooperation between the public tourism departments of local authorities, cultural foundations and owners of historic buildings, villas, castles and private collections. The work of the cultural tourism promoter chiefly involves collecting data and maintaining a list of events and opportunities in order to design packages of services and tourist excursions that tourists can purchase from travel agencies, tour operators, tourism promotion agencies, etc.

Changes in competences

To carry out their tasks, cultural tourism promoters must possess a range of technical and specialist skills, including:

- marketing of national and local tourism;
- marketing of cultural services and products (strategies, objectives, segmentation, positioning, price, etc.);
- business communication;
- legislation on cultural heritage;
- applied computing;
- advertising techniques and public relations;
- media communication techniques;
- tourist package design techniques.

These technical and specialist skills need to be accompanied by horizontal skills. Cultural tourism promoters must be able to work in a context that lacks fixed reference points and need to be particularly creative and have a genuine interest in cultural issues. Organisational and managerial skills are useful in managing the economic and financial aspects of the design of commercially viable packages of cultural activities. Communication skills are very necessary as this occupational profile requires constant interpersonal interaction with a whole range of people (authorities, entrepreneurs, artists, etc.), in some cases in English.

Training schemes

The job generally requires higher education followed by specialist courses. At the outset, targeted training with work experience periods at prestigious cultural centres in Italy and abroad may be useful. During their working life, cultural tourism promoters should attend training schemes on specific issues (for instance multimedia packages, promotion techniques, cooperation with authorities and networking, sponsorship techniques).

Operational area	Special services
Occupational profile	**Food and wine tourism consultant** I

Definition

Food and wine tourism consultants work in an area that is particularly rich in values and significance (countryside, hills, mountains, protected zones, parks) at travel agencies, hotel consortia, agricultural and rural development centres and similar institutions.

Activities

Food and wine tourism consultants collect data and information on high-quality food products in the area in which they work (wine, honey, particular cereals, meat products) in order to make the most of these products by including them in tourist itineraries and excursions. The holidays and excursions offered may not just be designed for actual tourist market segments but also for schools to promote a genuine awareness of an area and the cultural values that underpin the typical products for which it is renowned.

Changes in competences

Candidates for this occupation require technical and specialist skills in:

- goods typology and aspects of nutritional science;
- sectoral legislation;
- basics of culinary techniques and traditions;
- organic and natural foodstuffs;
- basics of oenology;
- design techniques for tourist itineraries and routes.

Training schemes

Candidates for this occupation require upper secondary education supplemented by training courses including periods of work experience in production companies and research and development project management. During their working lives, these consultants should attend ongoing refresher training and meetings with colleagues from other regions and other countries.

Operational area	Catering
Occupational profile	**Catering business development expert** I

Definition

This profile tends to be self-employed or to work for associations of traders, local government departments or business development centres and is responsible for planning and coordinating all the stages needed to set up a catering business.

Activities

Catering business development experts use business management methods to draw up a production model, identifying the profiles of customers likely to be interested in the catering idea. For this purpose, they analyse which locations are optimum in terms of the local, planning and social parameters that have been identified. They identify and define what types of products and meals should be offered. They help with logos and the marketing strategies needed to support the idea.

Changes in competences

To carry out the tasks of this occupational profile, the following technical and specialist skills are needed:

- organisation of catering businesses;
- cost analysis and accounting;
- methods and procedures for standardising recipes;
- meal pricing techniques;
- applied technology;
- applied computing;
- goods typology of foodstuffs;
- menu formulation techniques;
- sales techniques;
- analysis of investment feasibility.

Training schemes

This job requires a degree, preferably in economics or a similar subject, supplemented by a highly specialist course with periods of work experience abroad. During their working life, these experts should attend training schemes on issues such as finance, management of human resources and budgeting.

4.2.3

Description of the occupational profiles surveyed in Spain

While the Spanish study highlighted a range of new profiles such as the dietician in the catering area, the commercial officer for hotel products and the catering manager, a further three profiles emerged from the case studies: the quality coordinator, the entertainment manager and the accommodation manager.

Operational area	Management
Occupational profile	**Quality coordinator** **E**

Definition

Quality coordinators are responsible for ensuring, in the day-to-day operation of the hotel, that high-quality services are being provided and that guests and hotel staff are being satisfied. This profile is either a hotel employee or works as a consultant for a company specialising in hotel services.

Activities

The main tasks of the quality coordinator include:

- analysing questionnaires filled out by hotel guests and interviewing guests to obtain information on their level of satisfaction;
- gathering information on and analysing various types of problem, discussing them with department heads and drawing up plans to prevent them if they are regular occurrences;
- analysing the level of satisfaction of hotel staff: working environment, working conditions, attitudes towards customers, level of initiative when faced with difficult situations or problems, complaints;
- weekly meetings with department heads to assess the level of quality of services and draw up proposals for improvement;
- proposing bonuses or recognition for workers making substantial efforts to improve quality;
- working with outside quality audits;
- organising staff training on quality issues.

Changes in competences

The technical skills needed to be a good quality coordinator are as follows:

- good knowledge of hotel businesses;
- good training in quality issues: in-house and outside customer satisfaction, assessment methods, etc.;
- knowledge of at least one foreign language.

This technical expertise needs to be accompanied by excellent social skills: the ability to listen and work in a team, communication skills and tact and objectivity. In performing their work, quality coordinators may well come up against a great deal of resistance that can only be overcome by imposing their hierarchical authority on the various hotel departments. They therefore need leadership skills. The profile of the quality coordinator is supplemented by organisational abilities, creativity, spirit of initiative, self-esteem, ability to observe and analyse and an interest in other cultures and other ways of thinking.

Training schemes

University-level education, preferably in tourism, hotel management and/or human resource management is the basic qualification for this occupation. Previous experience in the hotel industry is useful for initial recruitment. During working life, this occupational profile needs continually to improve its multicultural skills and keep abreast of changes in quality methods and the hotel business.

Operational area	Special services	
Occupational profile	**Entertainment manager**	**E**

This occupational profile is employed chiefly in holiday hotels where, until recently, there was little entertainment taking the form of recreational activities intended to stop holidaymakers from feeling 'bored' and at the same time encouraging consumption within the hotel. This new concept of entertainment started to develop some years ago as part of the concept of hotel quality. The aim of this new type of entertainment is to stimulate communication between groups of hotel guests and to help them to feel at home in the environment that they are visiting. Entertainment therefore helps to provide a high-quality holiday during which people do not just relax but are able to discover new experiences, people and cultures. Work of this type requires a new kind of practitioner able to organise all kinds of activities: sports, games, social and cultural activities, children's activities and adventure activities.

Activities

The task of the entertainment manager is to coordinate, promote and run the hotel's entertainment activities making sure that they are geared to guests' tastes. The responsibilities and tasks of the entertainment manager are to:

- identify the kind of entertainment for which there is a demand;
- draw up a schedule of events geared to the tastes of each type of guest: by age group, affinities or interests. This schedule has to be flexible and must be rapidly adaptable if there is no demand for the proposed events;
- arrange for the necessary human and technical resources and equipment, proposing and organising freelance workers and contracts;
- draw up an events budget and ensure that it is adhered to;
- organise the work of the overall team in terms of shifts, hours and supervision;
- supervise and monitor the work of each events officer;
- coordinate the practical application of the schedule of events with other departments.

Changes in competences

The entertainment manager has to possess the following vocational skills:

- wide-ranging cultural and multicultural knowledge;

- high-level training in entertainment;
- knowledge of foreign languages.

The fundamentals for this occupation are skills in communication, congeniality, creativity and ability to anticipate other people's reactions, handle conflicts and innovate. Organisational skills, leadership abilities and teamwork supplement the profile of the entertainment manager.

Training schemes

The work of this occupational profile requires a very wide-ranging education starting from a university qualification supplemented by specific training in entertainment. Prior experience as an events officer or organiser of activities for groups of tourists is useful. During working life, the main continuing training requirements are in the areas of entertainment techniques, techniques of motivation and participation, ways of identifying the demand from new groups, knowledge of new entertainment activities and training in the new resources needed for entertainment activities: lighting, sound, multimedia, etc. Entertainment managers should also continue to improve their multicultural knowledge and mastery of foreign languages.

Operational area	Floor services	
Occupational profile	**Accommodation manager**	**E**

Definition

Accommodation managers coordinate the daily work of the reception, floor and maintenance departments and in some cases the planning, bookings and accommodation departments, along the lines of the room division manager in American hotels. Their tasks are, in practice, similar to those of the deputy manager of the hotel.

Activities

The main activities of this occupational profile are to:

- plan, coordinate and supervise all services connected with customer accommodation: bookings, reception, floor services, laundry, telephone, maintenance, etc.;
- work with other departments to coordinate all matters connected with the supply, booking and sale of rooms;
- monitor room sales, occupancy levels, prices charged, etc., on a daily basis;
- monitor room availability on a daily basis;
- propose schemes for supplying and selling rooms, and prices and tariffs that are in keeping with demand, to managers;
- ensure good communications between all departments responsible for furnishings and fittings;

• supervise the quality of accommodation services.

Changes in competences

Accommodation managers require the following skills:

• good business training and knowledge of the hotel industry;
• mastery of the most up-to-date computer programmes for hotel management;
• leadership skills;
• spirit of initiative and forecasting abilities;
• sense of responsibility;
• ability to work as part of a team;
• organisational skills;
• social skills.

Training schemes

Useful qualifications for this job include university-level education together with a specialist qualification in business management, tourism or hotel management. Prior experience in hotel reception and excellent English are also necessary. During working life, continuing and refresher training schemes are needed in the following areas: hotel management, especially commercial and economic aspects, new computer management systems for hotels, human resource management, the regional, national and worldwide supply of hotel services and multicultural knowledge.

1.5 Existing profiles in the hotel industry that are changing

The three national surveys highlighted a third kind of occupation that has always been part of the tourism and hotel industry, but is undergoing far-reaching change from the point of view of the content of work and the skills needed for advancement. The Spanish study, in particular, looked at the new skills required of staff in restaurant, bar and kitchen facilities and economic and financial management, of staff responsible for room services and of the profiles offering health treatments in spa hotels. The views expressed on this set of occupations also seem to be borne out by the surveys in the other countries.

Table 5 gives an overall picture of traditional hotel profiles that are changing, as surveyed by the three national studies.

Table 5

Existing profiles in the hotel industry that are changing

Operational area	France	Italy	Spain
Reception	Reception manager	Booking centre manager	Reception manager
	Reception clerk		
	Bookings clerk		
Floor services	Room services manager		
	Chambermaid		
	Housekeeper		
Catering		Welcome service manager	
Administration			
Management	Hotel manager		Hotel manager
	Commercial manager		
Special services			Medical officer
			Thermal baths manager

Key:
Employees □
Supervisors ◯
Management △

4.3.1

Description of the occupational profiles surveyed in France

The French survey provides an intentionally exhaustive view of this kind of occupation to show that all occupations have been affected, albeit in a variety of ways, by advances in information and communication technologies.

Operational area	Floor services
Occupational profile	**Chambermaid F**

Definition

The occupational profile of the chambermaid is employed in customer services and prepares and cleans rooms.

Activities

Chambermaids are often responsible for thorough room cleaning and for monitoring the quality of their work themselves. The tasks that this occupational profile performs are:

- cleaning and tidying rooms, bathrooms and common areas;
- preparing and monitoring rooms;

- collecting linen and sending it to the laundry;
- stocking and managing minibars;
- providing the various accessories that guests are offered: toiletries and advertising or tourist brochures.

Changes in competences

In addition to practical qualities (speed, accuracy, discretion), chambermaids have to know how to organise their own work with a good deal of autonomy. They must be familiar with the products that they use and the operation of cleaning equipment and need to be able to interpret the room occupancy schedule.

Chambermaids should also be able to provide guests with initial answers to their questions.

If new communication technologies are available to guests, chambermaids should be able to provide basic information on their use, identify malfunctions and report any problems to the personnel responsible.

Training schemes

Up to now the percentage of trained staff in this occupation has been very low. For some time, initial education recognised by a *Certificat d'aptitude professionnelle* (upper secondary level vocational aptitude certificate) in the hotel sector or a *Brevet d'études professionnelles* (upper secondary vocational studies certificate) in the hotel and catering sector has been needed to gain access to the occupation.

Changes in training needs have been particularly substantial in high-class hotels where a knowledge of spoken English and some idea of the new communications technologies are highly sought after. Training should therefore include basic training in the services offered to guests, in particular those using the new technologies. Training schemes on the equipment made available to guests have been run for staff already in employment.

Operational area	Floor services
Occupational profile	**Housekeeper** **F**

Definition

Housekeepers organise and monitor room cleaning and supervise floor staff.

Activities

The work of the housekeeper includes the following tasks:

- superintending, allocating and supervising the work of floor staff;
- managing room cleaning product stocks and linen supplies;

- checking that rooms and bathrooms have been satisfactorily cleaned and that any maintenance work has been completed;
- advising on work to be carried out in rooms;
- updating the room occupancy and room cleaning schedules;
- taking part in the selection and training of floor staff.

Housekeepers also need to keep abreast of changes in hotel services and must in particular be familiar with the use of equipment involving the new information technologies.

Changes in competences

Housekeepers need to be approachable, good organisers and should possess leadership abilities. Housekeepers do not just need basic management skills but must also be able to understand customers' cultural habits and expectations. Housekeepers working in hotels for senior citizens must have considerable interpersonal skills and be highly approachable. In such cases, they must have basic first-aid skills so that they can, where appropriate, ask for advice or contact competent staff.

Training schemes

In the past, candidates for the occupation of housekeeper required prior experience of floor or reception work. Nowadays, a *Brevet professionnel* (upper secondary vocational studies certificate) in the hotel sector is required for entry into the occupation. Experience of floor or reception work is also required prior to recruitment. During working life, continuing training schemes need to be organised to improve skills in communication, general education, foreign languages and management.

Operational area	Floor services	
Occupational profile	**Room services manager**	**F**

Definition

Room service managers assist hotel managers in managing the whole range of hotel services (lobby, reception, floors). This occupational profile is be found in hotels with two or more stars.

Activities

The main activities of the room services manager include:

- supervising bookings;
- arranging for rooms to be prepared;
- drawing up forward budgets, taking account of the hotel's geographical situation and the season, and anticipating customer demand;
- selecting, training and mentoring staff.

Room services managers are directly responsible for reception managers, housekeepers and technical service and maintenance managers.

Changes in competences

Like hotel managers, room services managers must have leadership abilities, organisational skills, be able to lead a team and be approachable. They must be commercially minded and have a good deal of tact and diplomacy so that they can resolve problems between guests and the hotel. They must also possess skills in forward planning and adaptability based on a considerable degree of familiarity with the habits of different types of customer and with local and regional tourist activities. Knowledge of computer systems for hotel management and knowledge of at least one foreign language complete the competences required of this profile.

Training schemes

Like hotel managers, potential room managers require a *Brevet de technicien supérieur* (Advanced vocational training certificate for technicians) in the hotel sector or the qualification awarded by the *Instituts universitaires professionnalisés* (vocational university institutes) in hotel work or should have attended commercial colleges if they wish to work in the major chains with large numbers of subsidiaries. Reception managers can enter or be promoted to this post if they attend periods of continuing training.

Operational area	Reception
Occupational profile	**Reception manager** F

Definition

Reception managers represent the management of the hotel to guests and are the main point of contact for guests.

Activities

This occupational profile is responsible for:

- planning and supervising room occupancy;
- coordinating reception and lobby staff and deciding on their hours and tasks;
- supervising and training staff;
- supervising day-to-day cash flow;
- listening to customers' requests and complaints;
- helping to market the hotel's services and build up customer loyalty.

Changes in competences

Sought-after qualities include smartness, self-confidence, approachability and good communication skills, since reception managers are increasingly being required to handle commercial dealings, optimise the hotel's room occupancy, use microcomputers and information technology and memorise the cultural habits of the hotel's various guests.

Training schemes

In the hotel industry, this occupation provides employment for most of the graduates from the BTS (advanced vocational training certificate for technicians) hotel training system, who are fluent in at least one foreign language. As reception management is a stepping stone for a career in hotel management, this occupational profile is a major consumer of continuing training in foreign languages, accounting, management and tourism organisation.

Operational area	Reception
Occupational profile	**Reception clerk** **F**

Definition

Reception clerks are responsible for booking procedures, welcoming and registering guests and answering guests' various questions.

Activities

Reception clerks work in two main fields: booking services and reception and customer services.

In the area of bookings, this occupational profile includes the following tasks:

- answering customers' requests for information and bookings in person or by telephone or other means of communication;
- updating booking and room occupancy schedules;
- keeping floor and catering services informed.

In the area of reception and customer services, reception clerks:

- welcome customers and find out about their expectations;
- manage keys and forward messages;
- record comments and invoice for and collect payment for services.

Changes in competences

Reception clerks must be able to commit people and situations to memory and learn about the habits of guests of a growing number of nationalities. This occupational profile

has to have good administrative, accounting and tourist knowledge, must be able to use the new information technologies and should be very familiar with computer programmes for room booking and management. Knowledge of at least one language is important, especially in larger hotels.

Training schemes

Up to now this post has provided employment for certificate-holders from general education and to a smaller extent for the holders of a *Brevet de technicien hôtelier* (advanced vocational training certificate for hotel technicians).

Changes in the hotel industry and the differing requirements of customers from different countries require more advanced training in reception skills and in communication, foreign languages, management and microcomputing.

Operational area	Reception
Occupational profile	**Booking services clerk** **F**

Definition

This is a very specialist post in large hotels where there is a real bookings service. The task of the booking services clerk is to maximise the hotel's occupancy rate.

Activities

Takes bookings not just for individual customers but also for travel agencies, tour operators and seminar and conference organisers.

Changes in competences

This occupational profile presents, negotiates and sells the whole range of hotel services from rooms to catering, bookings for conference rooms and sales of special tourist products.

Training schemes

In addition to sound experience in the hotel industry or in a travel agency, booking services clerks must have at least a *Brevet de technicien supérieur* (advanced vocational training certificate for technicians) in the hotel or tourism sector, should be able to use computer systems and should know a foreign language.

Operational area	Management
Occupational profile	**Hotel manager** **F**

Definition

The hotel manager manages the hotel as a whole, organising reception and all other services.

Activities

Hotel managers organise and allocate tasks among their staff. In particular, they:

- coordinate and supervise service provision;
- select and train personnel;
- decide on commercial policies;
- supervise management and draft budgets;
- supervise the booking system.

Changes in competences

Hotel managers need leadership abilities and good organisational skills. They must be able to manage a team and be approachable. The skills of this occupational profile include:

- commercial skills;
- approachability and tact;
- skills of anticipation and adaptation based on a good knowledge of the habits of different types of customer and of local and regional tourist activities;
- ability to use the various computer systems for hotel management;
- knowledge of at least one foreign language.

Training schemes

The job requires a *Brevet de technicien supérieur* (advanced vocational training certificate for technicians) in the hotel sector, a university-level qualification in hotel management *(ingegneria albergiera)* or the qualification issued by business colleges for work in the major chains with a large number of subsidiaries. Initial training should be supplemented by prior experience in the sector. Reception managers can attend continuing training periods for entry into or promotion to the post.

Operational area	Management	
Occupational profile	**Commercial manager**	**F**

Definition

This occupational profile is responsible for promotion and initial contacts with guests, travel agencies and tour operators.

Activities

Commercial managers manage room bookings for groups, matching demand with occupancy forecasts. They organise seminars for businesses, represent the hotel at trade

fairs and promote the cultural and tourist products that the hotel offers.

Changes in competences

Commercial managers must have a good knowledge of hotel management so that they can design packages abiding by agreed budgets and plan conferences from the point of view of accommodation, catering and room hire. To carry out their work, commercial managers must be familiar with and know how to use the most appropriate computer systems. Although not a specialist in communication techniques, this profile must be able, where necessary, to use particular types of equipment, find out who can supply it and provide information on its use. Skills in marketing and knowledge of at least one foreign language are also useful.

Training schemes

Basic education may be general (business college, university qualification in management and administration). Basic education may be supplemented by specialist training (hotel colleges, for instance) and by prior experience in the post of deputy commercial manager in a hotel.

Commercial managers with little experience in the hotel sector should attend training courses on hotel services in order to gain familiarity with financial aspects as well as the content of services. During working life, further training in language skills may be useful.

4.3.2

Description of the occupational profiles surveyed in Italy

Like the French and Spanish surveys, the Italian survey looked, among traditional hotel occupations whose tasks and skills are changing, at profiles in the areas of reception (reception manager) and management (hotel manager, commercial manager) and concentrated on the profiles of the welcome service manager and the booking centre manager.

Operational area	Reception
Occupational profile	**Booking centre manager I**

Definition

The booking centre can be contacted by customers throughout the day and evening so that they can make direct bookings. Bookings managers independently decide how to pursue the general guidelines passed on to them by the management of the business in order to achieve the objective of optimising capacity (yield management).

Activities

Increasingly sophisticated technological systems and the possibilities opened up by e-commerce require profiles able to supervise telesales and make the most of this commercial channel for direct distribution to consumers. The activities of the booking centre manager include:

- managing the telesales relationship and interacting with customers;
- ensuring that customers receive all the information that they need to finalise the sales contract;
- putting yield management guidelines into practice in order to decide on the sale prices of hotel services;
- ensuring that customers receive all confirmation documents;
- ensuring that all information is passed on in order to keep the yield management system up to date.

Changes in competences

The traditional tasks of this profile are being supplemented by new tasks, especially in the area of telesales management and implementation of yield management guidelines. New skills are therefore being required in the areas of:

- telesales management;
- customer analysis methods using remote communication techniques;
- techniques for identifying data relevant in keeping yield management systems up to date;
- user systems for remote data processing and transmission.

Training schemes

In comparison with traditional booking work, this occupation requires new skills in particular in the areas of file management and sales and booking methods geared to yield management systems. To work in this context, these workers need appropriate training schemes which should cover the use of information technology for research and remote data processing and transmission.

Operational area	Catering
Occupational profile	**Welcome service manager**

Definition

Workers with this occupational profile are responsible for the rooms in which breakfast is served and for the organisation of coffee breaks and buffet-style catering for particular events. They welcome customers, allocate tables, explain menus, supervise quality, organise the room in which breakfast is served and ensure that it is appropriately decorated. They are responsible for designing buffets and for arranging food on tables. They coordinate room and kitchen work and are

responsible for the whole production cycle from the choice of raw materials to the distribution of finished products.

Activities

The main activities of welcome service managers include:

- managing staff responsible for serving breakfasts, selecting and training employees to be allocated to these tasks in keeping with the technical skills and abilities required for the kind of production work involved and organising working shifts and controlling the quality of work;
- managing stocks of raw materials for breakfasts, selecting suppliers on the basis of parameters in keeping with the type of output that it is intended to provide, drawing up and disseminating quality specifications for raw materials and looking after the storage of foodstuffs and materials to be used;
- welcoming and managing relations with customers: welcoming customers as they come into the room and allocating tables, explaining menus and helping customers to choose, looking after in-house public relations, visually monitoring the quality of foodstuffs and whether these foodstuffs are giving satisfaction and providing customers with any assistance they may need while eating;
- organising the decoration and layout of the room, drawing up menus, kitchen preparations and quality standards, arranging and supervising table settings and the arrangement of foods on buffets, paying attention to combinations of foods and colours geared towards the characteristics of the hotel's customers, looking after room furnishings and coordinating their presentation and decoration in relation to particular events, supervising the cleanliness of rooms and service materials and managing the store of materials and linen;
- internal reporting: coordinating room activities with the activities of other hotel departments, passing on feedback, ensuring that the breakfast supplied is in keeping with expectations, monitoring the level of consumption of raw materials and informing the management of any problems that customers encounter during their stay at the hotel.

Changes in competences

The breakfast welcome service manager must possess the skills needed to handle the technical aspects of the occupation and must therefore be trained, among other things, in:

- psychology and sociology of tourism;
- techniques and methods for raw material quality control;
- techniques and methods for foodstuffs storage;
- techniques and methods of welcoming customers;
- techniques and methods of product merchandising and presentation;
- techniques and methods of menu composition and design;

- table-setting techniques;
- techniques and methods of stock management;
- business economics and cost analysis techniques;
- organisation and management of hospitality businesses.

Welcome service managers must be able to manage interpersonal relationships with consumers and must manage, organise and motivate the human resources for whom they are responsible.

Training schemes

The requirements for access to the occupation vary depending on the tasks involved. For the management of public relations with customers, a good level of general education and mastery of at least two foreign languages is needed. Knowledge of English is essential if the hotel offers facilities for meetings, presentations, educational events and conferences.

4.3.3 Description of the occupational profiles surveyed in Spain

The Spanish survey notes that the most significant changes in occupations are taking place in those profiles traditionally to be found in hotels. Occupations such as hotel manager or reception manager are undergoing far-reaching changes in terms of work content and the skills required to perform this work.

Operational area	Management	
Occupational profile	**Hotel manager**	**E**

Definition

Hotel managers draw up strategic plans for the hotel business. They have entrepreneurial functions especially if they work in hotels that are part of hotel chains. They have to draw up development plans and implement them, taking account of any comments and general policies if the hotel is part of a hotel chain.

Activities

The main activities of the hotel manager include:

- managing human resources through their team leadership abilities. Leadership nowadays has more of a horizontal nature entailing coordination based on flows of communication rather than the traditional 'order and control'; motivating staff and promoting the culture of the organisation are also important tasks;
- formulating general guidelines for in-house management of the hotel and ensuring that these guidelines are being followed; this function is particularly important in relation to external or customer services;
- supervising the quality of services;

- promoting and managing innovation, by motivating and involving all employees in processes of innovation.

Changes in competences

The skills that hotel managers need to perform their jobs efficiently are:

- technical expertise in the hotel industry;
- high-level general education;
- business management skills;
- strategic vision;
- ability to take decisions;
- forecasting ability;
- ability to lead a team;
- ability to promote the organisation's culture;
- ability to listen and open-mindedness;
- negotiating skills;
- mastery of one or more foreign languages.

Training schemes

This post requires university education, not necessarily in the hotel field, although preference tends to be given to graduates in tourism or in hotel management. Specialist training may play an important role in candidate selection, although the key aspect for recruitment is not specialisation. Previous occupational experience (of at least three years) in the sector or in similar jobs is a basic requirement. During working life, hotel managers must improve their business knowledge: management, economic and financial administration, marketing and legislation in the sector. They must also keep abreast of human resource management issues.

Operational area	Reception	
Occupational profile	**Reception manager**	**E**

Definition

Reception managers are responsible for supervising rooms, invoicing and for promoting all the services offered by the hotel as well as for traditional booking services.

Activities

The main tasks of the reception manager are in the following areas:

- providing customers with information not just about accommodation but also about what is available in the tourist resort, local facilities, etc.;
- passing on a good image of the hotel since reception staff are the normal points of contact for customers and the face of the hotel;

- managing bookings;
- customer awareness.

Changes in competences

Reception managers require the following skills:

- mastery of at least one foreign language;
- entrepreneurial expertise in marketing and sales;
- familiarity with the use of information and communication technologies: systems for bookings, invoicing and hotel management;
- knowledge of distribution systems, geography, travel, local tourist resources;
- management and organisational skills;
- multicultural knowledge;
- communication skills: ability to listen, tolerance, complaints management;
- ability rapidly to identify and solve problems;
- teamworking ability.

Training schemes

The post of reception manager requires a higher technical or university qualification preferably in tourism. Experience in the industry is considered to be a basic requirement for candidates for reception manager posts. During working life, this occupational profile requires training in the following fields:

- languages;
- refresher training in the use of specific computer systems;
- customer awareness techniques;
- local culture and culture of the location of the hotel;
- marketing.

Operational area	Special services	
Occupational profile	**Medical officer**	**E**

Definition

This profile, to be found in hotels offering spa treatments, is a specialist in medical hydrology and hydrotherapy responsible for organising spa treatments and monitoring the health of spa users.

Activities

Organises spa treatment programmes. Provides medical advice and monitors patients. Works with kitchen managers to formulate diets in keeping with patients' needs.

Changes in competences

The traditional work of this profile has been supplemented by new tasks including:

- spa management and administration;
- spa marketing;
- care for persons as spa and hotel customers and not just as patients;
- knowledge of foreign languages since spas cater for an international clientele;
- responsibility for the physical and chemical properties of waters.

Training schemes

These new tasks require new skills and further training in business management, marketing, customer awareness, quality control and foreign languages.

Operational area	Special services
Occupational profile	**Thermal baths manager** **E**

Definition

The task of the thermal baths manager is to welcome customers using the services of the spa and provide them with all due care and attention.

Activities

The tasks typical of the thermal baths manager include a welcome service for customers and assistance while they are taking spa treatments.

Changes in competences

The traditional skills of thermal baths managers are being supplemented by customer reassurance and support abilities in particular. Knowledge of the properties of waters and spa techniques, the ability to listen and to handle interpersonal relations, including foreign languages, are the most widely required skills.

5 New occupational skill requirements and the role of training

One of the main findings of the three national surveys was the key role being played by the human factor in making the hotel industry competitive and improving its quality; as a corollary, the most clear-cut change in occupational skill requirements was the demand for better qualifications. Tourism SMEs in particular are keen to obtain a wide range of profiles with skills that can be put to use both outside the business (marketing abilities) and within the business where the emphasis is on achieving the objective of total quality that, in tourism, takes the form chiefly of 'customer satisfaction'.

Tourism is a complex phenomenon that is difficult to circumscribe and pigeonhole. Whereas consumption of tourism was optional in the past, it is now becoming increasingly necessary. The traditional basic requirements (bed, food, bath) are now being supplemented by new motivations with the result that tourists are tending to look for packages of services that, as well as satisfying primary tourism needs, also help them to make good use of their leisure time (museums, monuments, sports facilities, etc.) and to discover an area (local transport, information offices, tourist signposting, etc.).

Better qualifications are being required in almost all operational areas and especially for profiles in management, accommodation management, catering, administration, technical services and events and entertainment. For management profiles in catering, bar and kitchen areas, the traditional skills are still felt to be essential, although the introduction of the new technologies into hotels is shaping a demand for new skills such as familiarity with new refrigeration, deep-freeze, pre-cooking and bottling systems, cooking appliances, security systems, etc. Improved quality and customer awareness also require new skills, for instance in nutrition and dietetics for cooks and waiters as well as familiarity with high-quality wine, liqueur and cocktail products. Staff in these areas are having to deal with increasingly informed and demanding customers.

The following skills are in particular essential for managers of catering, bar and kitchen areas:

- marketing for the promotion and sale of banquets, buffets and gastronomic days to meet the potential demand from businesses and facilities organising this type of event;
- use of software packages for hotel and catering management to draw up analyses, statistics and inventories, to compare products, to carry out price checks, to organise stock transfers and to manage purchases;
- business and in particular human resource management, since these profiles are responsible for work teams made up of people in direct contact with customers and whose motivation, good performance and willingness to be part of a team are essential for the efficient running of these operational areas.

Candidates for such posts require, as a minimum, intermediate technician qualifications and should have had prior experience in similar positions. There are continuing training needs in the following areas:

- languages, at least as regards the language specific to catering;
- refresher training in computer programmes specific to catering;
- technological training for users of new kitchen and catering equipment;
- training in dietetics and gastronomy;
- business training.

The skills required in the operational area of economic and financial management are the traditional skills of staff responsible for administration and finance, although there is a growing demand for higher-level business management skills and in particular the ability to produce strategic business development forecasts.

Administrative staff do not just need to produce analyses and monitor the current economic situation, but also need to be able to produce forecasts and simulate future scenarios using existing computer packages in order to provide support for decision-making by managers. Skills are needed in the use of yield management software packages in order to adapt prices to demand and in purchase management, stock and budget control and other aspects of economic management.

In keeping with the tasks of workers in this operational area, candidates for economic and financial management posts need a university-level qualification in economic sciences or in business or hotel management. Prior experience in similar positions is an essential requirement. Continuing training needs are in the following areas:

- knowledge of economic management software packages;
- refresher training in various aspects of marketing and merchandising.

The basic service offered by hotels is accommodation. Cleanliness, hygiene, maintenance and customer services are and will continue to be a constant feature of hotel quality. While staff working in this area have traditionally had few qualifications, better qualifications are now being required, especially in the areas of customer relations and communications. Supervisory staff in this area in particular need a new set of occupational skills in the areas of:

- administration and management in order to supervise and monitor the state of furnishings, decoration and technology; organisational skills and the ability to take initiative and to supervise are essential;
- customer awareness: attention to detail, comfort and rapid solving of any problems that may arise are a basic value added for customers;
- human resource management: supervisory staff are responsible for people who have to work as a team and also represent the image of the hotel, through their ability to serve, their approachability and their sensitivity to other people's expectations.

Candidates for such posts require higher technical training, preferably with a specialisation in the hotel industry. Management experience is essential. Continuing training for these occupational profiles should cover the following areas:

- customer awareness;
- foreign languages;
- multicultural knowledge;
- health and safety;
- human resources.

It also emerged from the case studies that training efforts were being focused more on management personnel than on other personnel. It is felt to be very important to encourage training and improved education for hotel workers because of the repercussions on the image of service quality. Training schemes covering business culture, customer awareness and improved cultural knowledge are very necessary for staff in close contact with customers.

The information gathered from the case studies clearly shows, for all three countries surveyed, that training schemes need to be designed to consolidate four main groups of competences that apply, to a varying extent, to all the occupational profiles analysed.

1. Knowledge and skills of a general nature, including:
   - the ability to speak and write in the broadest sense (responding to a request for information from a customer, correctly drafting a follow-up letter, information note or accident report, or a report, etc.);
   - eagerness to learn and improve general education throughout working life, especially as regards other peoples and cultures. Multicultural knowledge, which is fundamental for hotel staff, should be supported by training programmes that cover different cultural values and make staff more aware of local heritage and resources. Eagerness to learn obviously also has to cover technical aspects of the occupation;
   - the ability to identify and appropriately solve problems arising in daily work: equipment breakdowns, customer complaints, malfunctions, requests for unusual services, etc. This competence also requires a spirit of initiative, the ability to work alone and to take decisions and more creative thinking;
   - attention to quality, work well performed and the ability correctly to respond to customers' expectations. Quality has to be a constant reference and a basic feature of training schemes.

2. Social skills and abilities including:
   - skills in managing interpersonal relationships;
   - the ability to listen and understand what other people want;
   - the ability to handle and keep control of situations of conflict;
   - understanding and tolerance;
   - the ability to work as part of a team.

   These interpersonal skills and abilities are even more necessary when staff are in direct contact with customers: management staff dealing with in-house staff – customers in their own right – and all workers in contact with outside customers. Hotel training schemes should therefore include training in teamworking, customer awareness, ability to listen, etc.

3. Technological skills. Technology, especially the information and communication technologies, has to be central to hotel training plans. This type of training must be diversified to cover the new tasks of:
   - technical service, safety and maintenance staff;
   - managers and administrators to improve business management and planning;
   - staff in contact with customers as users of new packages for managing bookings, invoicing and data management;
   - staff working in areas where technological investment is greatest, such as rooms, kitchens or restaurants, to train them in the correct use and preventive maintenance of technical equipment.

   The technological skills and abilities required in hotel work tend to be practical and applied. Training methods should not therefore be based solely on practical work and experience but should also make more use of workplace mentoring and assistance from colleagues who are more familiar with the use of computer programmes and procedures.

4. Skills in business management. The higher up the hotel hierarchy staff are, the more essential these kinds of skills become. Training programmes need to cover all aspects of business management, including management, marketing, sales, financial accounting, legislation, purchasing, quality, etc. These new competences in business management require, however, continuing training in the following particular areas:
   - *Business management.* Business management skills are essential for managers and those in charge of operational areas. Continuing training is required in various particular areas: strategic planning, institutional leadership skills, business culture, organisation, human resource policies, financial management and commercial management.
   - *Marketing.* The ability to find out about and pinpoint the demand from outside customers, which is very segmented and depends on customers' cultural values and socio-economic status, needs ongoing consolidation. It is also important for training schemes to try to develop better skills in understanding and satisfying the demand from in-house staff, who are also customers, which varies in the same way as the demand from outside customers. If workers receive 'good service' from their supervisors they are more likely to reproduce this 'good service' for customers.

   On the basis of the training priorities listed above, it is also possible to pinpoint the training contents for which there is a growing demand and that could provide a useful starting point for the design of business training plans.

Proposed training contents, by occupational level and group, are as follows:

(a) Management staff of hotel chains and hotel managers:

- strategic planning;
- business management: economics, human resources, etc.;
- strategic marketing;
- leadership of the culture of an organisation.

(b) Middle managers (in charge of operational areas):

- human resource management;
- quality management;
- application of computer systems to improve management processes;
- development of social skills;
- knowledge of foreign languages;
- multicultural training.

(c) Other hotel staff:

- development of social skills;
- knowledge of business culture;
- customer awareness;
- multicultural training;
- knowledge and mastery of the use of computer aids;
- knowledge of foreign languages.

(d) New recruits:

- introduction to the business: purpose of the business, services and products offered, cultural values of the organisation, target service quality criteria;
- customer awareness, especially if staff are to occupy jobs in contact with customers;
- induction in the actual work to be performed and information on the context: working methods, technology to be used, results expected, individual and team responsibilities.

6 Conclusions

The hotel industry has become aware that it cannot be more competitive unless it improves the quality of its product. Businesses are therefore having to invest in quality which, to a large extent, means investing in human resources. This is not, however, an easy task for hotels.

Since there is major price competition, many hotels have made significant staff cutbacks. These cutbacks have been offset to some extent by the introduction of new technologies and also by the consolidation of high-quality hotel service enterprises to which many activities and services can be subcontracted.

In this context, the versatility of the occupational profiles of hotel workers tends to be reflected by the concentration of tasks carried out by different profiles in one person and training in ways of achieving this.

Training is not, however, enough on its own and a new policy is needed for human resources of which training is only one aspect. It is necessary in particular:

- to plan and manage appropriately the human resources needed to achieve planned quality and expansion targets;
- to motivate and involve all workers in achieving the objectives of the business in a context of diffuse or micro-management;
- to encourage workers (in-house customers) to be treated with the same standards of quality as outside customers.

Training, in this human resource development policy, is not merely a way of helping people to do things better but a genuine education, i.e. a way of helping people to interpret and comprehend the demand from other people for services and ways of using their time, enabling them to play their part in satisfying this demand.

Annex: set of survey instruments

7

A. Outline interview for industry experts
B. Questionnaire for hotel managers and human resource managers
C. Questionnaire for occupational profiles

A

Outline interview for industry experts

1. What developments have affected and will affect the tourism and, in particular, the hotel industry (phenomena, internal and external variables)?

2. With which economic (production and service) sectors does the industry, and, in particular, the hotel industry, have the most interaction?

3. On the basis of the previous questions, what changes from the point of view of business organisation and the introduction of new technologies have had and will have an impact on the production of hospitality services?

4. What impact has there been on occupational structures and skill models? Which are the most innovative occupational profiles and/or skills?

5. What role does vocational training play in this new context and what direction should the training supply take?

6. Checking and verification of the choice of the three proposed case studies against the developments identified.

B

Questionnaire for hotel managers/ human resource managers

A single survey questionnaire was used as the hotel manager and the human resources manager are often the same person. When completing the questionnaire, the letters attached to the various questions had the following meaning:

D questions to be put to hotel managers
R questions to be put to human resources managers
DR questions to be put to both profiles

D-01 Can you identify, for the demand macro-segments listed below, the main service requested and the most important ancillary services that can improve customers' perceptions of quality?

D-02 Which strategies do you plan to use to develop your business?

D-03 Can you identify, for the demand macro-segments listed below, the main service requested and the most important ancillary services that can improve customers' perceptions of quality?
Business tourism
Cultural tourism
Health/spa tourism
Holiday tourism (seaside, mountains, etc.)

D-04 What are the most innovative services/ideas that you intend to introduce in the following stages of the production development cycle?

Remote contact with customers advertising/information	
Arrival and reception	
Production/consumption	
Departure/payment of account	
Other	

D-05 Do you consider that you have introduced innovative services into your business over the last three years?

☐ YES ☐ NO

If yes, what were they?

D-06 What technological innovations have you introduced into the business over the last three years?

D-07 Which services/products do you think you can usefully directly market in your business over the next three years and to whom will such tasks be allocated?

D-08 Are you planning to work or integrate with businesses outside the hospitality and catering industry?

D-09 Which production processes that are NOT TYPICAL of tourism businesses are to be imported into your business?

Functions	Description of processes	
	Outsourced	Performed in-house with in-house resources
Management		
Marketing		
Merchandising		
Administration		
Data processing		
Reception		
Accommodation		
Lobby		
Kitchen		
Bar		
Porterage and maintenance		
Events and entertainment		
Health and fitness		
Shops		
Conferences		
Other		

D-10 What kinds of organisational change are being or will be entailed by the various developments listed above?

D-11 What are the main problems that you have had to tackle and plan to resolve from the point of view of organisational restructuring?

D-12 Which employees are most involved in innovation and change?

DR-13 What are the new tasks that employees in the various departments of your business will have to perform?

DR-14 What skills do employees need to acquire to keep up with organisational changes in the way in which the service is produced?

DR-15 Have new occupational profiles emerged from changes in tourist service production methods?

DR-16 (a) Among existing occupational profiles, which profiles have undergone changes in occupational skills following innovation and change?

(b) Are there skills that go beyond individual occupational profiles? If so, which (for instance quality, security, environment)?

DR-17 For which tasks/skills of employees do you feel that specific training is needed?

DR-18 What should the content of training schemes include?

(a) for new occupational profiles _____

(b) for skills applying to several profiles _____

C

Outline interview for occupational profiles

1. What are the main activities or macro-tasks that characterise your work?

Activities	Tasks	Reference sector if other than tourism
Activity 1	T.1	S.1
	T.2	S.2
	T.3	S.3
	T.N	S.N
Activity 2	T.1	S.1
	T.2	S.2
	T.3	S.3
	T.N	S.N
Activity 3	T.1	S.1
	T.2	S.2
	T.3	S.3
	T.N	S.N
Activity N	T.1	S.1
	T.2	S.2
	T.3	S.3
	T.N	S.N

2. For each individual activity/macro-task connected with the tourism industry, can you indicate what skills are needed to perform it appropriately?

HOTEL INDUSTRY

Macro-tasks	Skills
Macro-task 1	Skill 1
	Skill 2
	Skill 3
	Skill N
Macro-task 2	Skill 1
	Skill 2
	Skill 3
	Skill N
Macro-task 3	Skill 1
	Skill 2
	Skill 3
	Skill N
Macro-task N	Skill 1
	Skill 2
	Skill 3
	Skill N

3. What skills are needed for activities or macro-tasks from sectors other than the hotel industry?

Sector	Macro-tasks	Skills
	Macro-task 1	Skill 1
		Skill 2
		Skill 3
		Skill N
	Macro-task 2	Skill 1
		Skill 2
		Skill 3
		Skill N
	Macro-task 3	Skill 1
		Skill 2
		Skill 3
		Skill N
	Macro-task N	Skill 1
		Skill 2
		Skill 3
		Skill N

4. For which tasks/skills do you feel that specific training is needed?

5. What is the normal training route followed by people in your job?

6. Do you think that training for access to the occupation is:

☐ Inadequate ☐ Adequate ☐ Excessive

7. What areas of access training do you consider inadequate or superfluous?

Cedefop – European Centre for the Development of Vocational Training

Changing occupational profiles in the hotel industry

Case studies in France, Italy and Spain
Synthesis report

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Changing occupational profiles in the hotel industry

Case studies in France, Italy and Spain

For some time now, tourism has been the world's leading industry in terms of gross domestic product and one of its leading industries in terms of job creation. It is an extremely dynamic industry, which has recently begun to draw on the potential offered by the new information and communication technologies.

The new global development strategies and changes in production units, represented in particular by small enterprises, are both playing a part in tourism's ongoing success. Further expansion in terms of both the production of wealth and the creation of new jobs is therefore to be expected.

Cedefop commissioned this study to analyse innovations in tourism occupations and the ways in which tourism is interacting with other branches of the service sector in order to identify the main trends in new skill requirements and in new occupational profiles. A further aim of the study was to assess whether the organisational and occupational changes taking place in tourism are being matched by the provision of appropriate and high-quality training.

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